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Deborah Billow  
11/02/98 03:53 PM

To: Elizabeth Bernardi/FS/ASE/ConAgra@ConAgra  
cc:  
Subject: Re: Sara Lee Premium Turkey Breast - Research Analysis of Skin Weight

Beth, will you please print out the two messages that Sue sent (including the attachment) and make sure they get included in all versions of our Golden OR books? Jeanette just found two more books in her office so we should have at least three copies somewhere amongst us. Thanks.

----- Forwarded by Deborah Billow/FS/ASE/ConAgra on 11/02/98 03:48 PM -----


 Sue Burns  
11/02/98 01:32 PM  
.....

To: Gregory Shatley/ASE/ConAgra@ConAgra, Teresa Hadley/ASE/ConAgra@ConAgra, Bob Burns/ASE/ConAgra@ConAgra, Weldon Weatherly/ASE/ConAgra@ConAgra, Roger Sams/ASE/ConAgra@ConAgra, Joe Spicer/ASE/ConAgra@ConAgra, Jim Nauroth/ASE/ConAgra@ConAgra, Nancy Lusty/ASE/ConAgra@ConAgra  
cc: Rick Goodman/ASE/ConAgra@ConAgra, Rich Scalise/FS/ASE/ConAgra@ConAgra, Deborah Billow/FS/ASE/ConAgra@ConAgra, John Stephens/Deli/ASE/ConAgra@ConAgra, Rodd Bartemeyer/FS/ASE/ConAgra@ConAgra, Kevin Keenan/Deli/ASE/ConAgra@ConAgra, Tom Nestor/FS/ASE/ConAgra@ConAgra, Stan Gershenson/FS/ASE/ConAgra@ConAgra, Anita Colglazier/FS/ASE/ConAgra@ConAgra, Frank Carroll/FS/ASE/ConAgra@ConAgra  
Subject: Re: Sara Lee Premium Turkey Breast - Research Analysis of Skin Weight

As you sell-in Butterball & Healthy Choice Golden Oven Roasted products versus Sara Lee, below is additional information that may be useful. Per the attached message, Sara Lee is selling roughly 5.0% skin with their turkey breasts (the amount of skin relative to the weight of the entire breast). The example outlined below demonstrates the significant premium Sara Lee is essentially charging. You can use this as a guideline & tailor it to a specific customer as needed.

<u>Butterball Golden OR</u>		<u>Sara Lee Premium OR</u>	
Cost to Retailer	\$2.50 / lb.	\$3.00 / lb.	20% premium over BB
Size of Breast	9 lbs.	9 lbs.	
Cost of Breast	\$22.50	\$27.00	
% Skin	0%	4.6%	
Breast, net of skin	9 lbs.	8.6 lbs.	
True Cost to Retailer	\$2.50 / lb.	\$3.14 / lb.	26% premium over BB

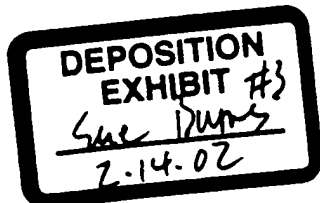
Sue Burns

 Sue Burns  
10/30/98 02:24 PM  
.....

To: Gregory Shatley/ASE/ConAgra@ConAgra, Teresa Hadley/ASE/ConAgra@ConAgra, Bob Burns/ASE/ConAgra@ConAgra, Weldon Weatherly/ASE/ConAgra@ConAgra, Roger Sams/ASE/ConAgra@ConAgra, Joe Spicer/ASE/ConAgra@ConAgra, Jim Nauroth/ASE/ConAgra@ConAgra, Nancy Lusty/ASE/ConAgra@ConAgra

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PTO-002643

cc: Rick Goodman/ASE/ConAgra@ConAgra, Rich Scalise/FS/ASE/ConAgra@ConAgra, Deborah  
Billow/FS/ASE/ConAgra@ConAgra, John Stephens/Deli/ASE/ConAgra@ConAgra, Rodd  
Bartemey r/FS/ASE/ConAgra@ConAgra, Kevin Keenan/D li/ASE/C nAgra@ConAgra, Tom  
Nestor/FS/ASE/ConAgra@ConAgra, Stan Gershenson/FS/ASE/ConAgra@ConAgra, Anita  
Colglazier/FS/ASE/ConAgra@ConAgra, Frank Carroll/FS/ASE/ConAgra@ConAgra, Paul  
Petrlich/FS/ASE/ConAgra@ConAgra, Lori Saguto/FS/ASE/ConAgra@ConAgra, Jim  
Gaspar/FS/ASE/ConAgra@ConAgra  
Subject: Sara Lee Premium Turkey Breast - Reseach Analysis of Skin Weight

Attached are the results of a study conducted by an outside research firm regarding the amount of skin  
on a Sara Lee Premium Turkey Breast. Hopefully, this information will prove useful as we are meeting  
with our customers about our new Golden Oven Roasted Turkey Breasts. Please call me if you have any  
questions.



Research Project.doc

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PTO-002644

Research Project: Sara Lee Turkey Breast - Analysis of Skin Weight

Purpose: Determine the weight of the skin from Sara Lee Premium Oven Roasted Breast of Turkey relative to the weight of the whole turkey breast

Date Completed: October 19, 1998

Research Firm: Silliker Laboratories, Inc.  
South Holland, IL

Samples: 10 Sara Lee Turkey Breasts purchased at Chicago area retail grocers:  
Dominicks, Jewel & Family Foods

Test Results: The average percent of skin relative to the weight of the entire Sara Lee Turkey Breast was 4.6% with the standard deviation of the mean at 1.1%

Samples	Freeze by Date	Weight of Breast with Skin (oz.) Col. A	Weight of Breast without Skin (oz.) Col. B	Weight of Skin (oz.) Col. C	Percent Skin = Wt. of Skin / Wt. Of Breast w/Skin Col. C/ Col. A
1	11/27/98	149.72	141.82	7.94	5.3%
2	11/27/98	151.34	141.43	9.88	6.5
3	11/20/98	134.17	127.18	6.98	5.2
4	11/23/98	136.53	129.90	4.76	3.5
5	11/17/98	123.06	116.14	6.67	5.4
6	11/20/98	121.36	116.46	4.66	3.8
7	11/23/98	116.92	111.38	5.43	4.6
8	11/27/98	120.48	113.99	6.31	5.2
9	11/24/98	137.02	131.87	4.97	3.6
10	Not available	145.84	141.50	4.13	2.8
				Average	4.6

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PTO-002645

Deborah Billow  
11/03/98 02:20 PM

To: Elizabeth Bernardi/FS/ASE/ConAgra@ConAgra  
cc:  
Subject: Golden Oven Roasted Project -- Additional Items with Shape Changes

BETH, SIMILAR TO THE LAST NOTE I SENT YOU, PLEASE MAKE SURE THAT THIS INFORMATION IS INCLUDED IN ALL COPIES OF OUR GOLDEN OVEN BOOKS. (SORRY FOR THE CAPS - I DIDN'T REALIZE UNTIL IT WAS TOO LATE THAT THE BUTTON HAD BEEN PUSHED.....)  
----- Forwarded by Deborah Billow/FS/ASE/ConAgra on 11/03/98 02:15 PM -----

 Sue Burns  
11/03/98 01:26 PM  
.....

To: Roger Sams/ASE/ConAgra@ConAgra, Teresa Hadley/ASE/ConAgra@ConAgra, Bob Burns/ASE/ConAgra@ConAgra, Weldon Weatherly/ASE/ConAgra@ConAgra, Gregory Shatley/ASE/ConAgra@ConAgra, Joe Spicer/ASE/ConAgra@ConAgra, Nancy Lusty/ASE/ConAgra@ConAgra, Jim Nauroth/ASE/ConAgra@ConAgra  
cc: Rick Goodman/ASE/ConAgra@ConAgra, John Stephens/Deli/ASE/ConAgra@ConAgra, Deborah Billow/FS/ASE/ConAgra@ConAgra, Jim Gaspar/FS/ASE/ConAgra@ConAgra, Lori Saguto/FS/ASE/ConAgra@ConAgra, Paul Petrich/FS/ASE/ConAgra@ConAgra, Tom Nestor/FS/ASE/ConAgra@ConAgra, Rodd Bartemeyer/FS/ASE/ConAgra@ConAgra, Kevin Keenan/Deli/ASE/ConAgra@ConAgra, Frank Carroll/FS/ASE/ConAgra@ConAgra  
Subject: Golden Oven Roasted Project -- Additional Items with Shape Changes

In the Golden Oven Roasted Sales Q&A (refer to the presentation tab in your poultry fact book), there is a listing of Butterball & Eckrich poultry products that will be changing shape. There are several additional items that will be changing that we inadvertently omitted from the list. The following items (all produced at Jonesboro) will be changing to the new, lower profile shape in conjunction with the appearance change to "Golden".

Please note that the UPC's and product specs will not change. Production of these products with the new shape will begin in early January and the roll-out will be phased in as warehouse inventories of the current products are depleted.

HC Golden Oven Roasted	50100-17775 (2 units/cs)
HC Golden Oven Roasted	50100-17792 (1 unit/cs)
HC Honey Roasted & Smoked	50100-17776 (2 units/cs)
HC Honey Roasted & Smoked	50100-17791 (1 unit/cs)
HC Smoked Turkey Breast	50100-17779
HC Browned Turkey Breast	50100-24012
HC Mesquite Smoked	50100-17908
HC Chicken Breast	50100-17778 (2 units/cs)
HC Chicken Breast	50100-17787 (1 unit/cs)
Butterball Chicken Breast	45300-29556

Please call me at 630/512-1273 if you have any questions!

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PTO-002646

1.1111 in P44455

- 1) Initalize pKs with
  - 2) ~~H.C. Key customer~~  
Worksheet
  - 3) Distribute
- agreement format
- sales pt. (new Abone area) | | |  
 pt. | | |  
 major ac. | | |  
 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 95, 96, 97, 98, 99, 100
- 4) skun rationalization

CRPF01515

**PTO-002**

PIO Packaging

Jack Ostroma

630-784-2730

Peter D. Arceri

312-293-8010

Axiom

Jack  
Thompson

SPLIT → Quota

- design

- execution

(3)

Phil ~~Huyber~~ Haugard

661-0666 (sic)

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PTO-002655

**ASE**  
**DELI/FOODSERVICE**  
C O M P A N Y

DATE: May 11, 1998

TO: R. Bartemeyer, F. Carroll, A. Colglazier, T. Nestor, S. Gershenson,  
L. Saguto, P. Singh

FROM: S. Burns *AS*

cc: D. Billow, R. Goodman, K. Keenan, P. Petrlich, R. Scalise,  
J. Stephens

RE: May 9<sup>th</sup> Poultry Project Meeting Recap

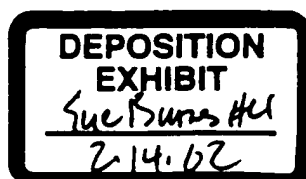
Below is a brief summary of issues discussed:

- *Project timeline*
  - See attached for R&D/ Operations timeline
  - Weekly timeline to be discussed at the next status meeting (5/15/98)
- *Impact of "browned" change on Food Service*
  - Butterball – no significant issues per Paul P.
  - Healthy Choice – Lori Saguto & Tom Nestor are exploring options and will update the group at the next meeting
- *Proposed Healthy Choice formula change (from carr. to starch)*
  - Stan is running samples, group will review & then sensory testing will be completed
- *Proposal to "brown" BB chicken & HC chicken*
  - Stan will have product available to review by May 22
  - Product will include both BB & HC chicken skus browned in 2 ways: oil brown & maillose
  - Shelf life testing will commence immediately after panel (currently 110 days, browned 60-65 days expected)
  - Both HC & BB chicken are currently made in Jonesboro; if oil browning is the methodology, product can stay in Jonesboro. If maillose- product will have to be shipped to Longmont.

The next project team meeting will be held at approx. 9:15 on Friday, May 15<sup>th</sup> - immediately after Rich's staff.

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PTO-002656



ASE Deli: BB Relaunch

MEETING AGENDA 4/9/98

- Entry Strategy
- Healthy Choice Strategy
- Marketing Plan
- Relaunch Timeline

ASE Deli: BB Relaunch

ENTRY STRATEGY

- Objective: Develop an entry strategy for the Butterball Breast relaunch with specific plans for key accounts
- Overall entry strategy:
  - Convert current Oven Roasted customers (#27312) to the new, optimized "browned" product
  - Eliminate Brown #22047 for all accounts (except Food Lion w/annual brown volume of 500M lbs. -- see below)
- Tailored approach for top customers (Publix, Food Lion, Jewel)
  - Initially keep Food Lion Brown #22047; re-evaluate Food Lion in 6 months (essentially let the consumer vote between the "new" brown & the existing brown)
  - Maintain the Jewel Brown #30326 initially in both Publix & Jewel; re-evaluate need for two browned products in 6 months
  - See attached schedule summarizing Top 10 national accounts representing approx. 60% of total BB sales

Source: SIS - Q1-Q3 FY98

DEPOSITION  
EXHIBIT

Sub BROWN #2  
2/14/02

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PTO-002637

ASE Deli: BB Relaunch

ENTRY STRATEGY

*Publix*

Annual Volume: 4.5MM lbs. (19% of total BB)

Product Slotted	Q1 - Q3 Vol lbs. M	Index vs. YA	Relaunch Plan
OR - 27312	525M	.57	Replace
Brown - 30326	278	1.18	Keep initially
Low Salt - 29839	790	.80	N/C
Honey - 30622	769	1.04	N/C
Smoked - 30621	784	.87	N/C
Chicken - 29556	248	.86	N/C
Total BB	3,394M	.83	

Note: Current oil brown (#30326) has no binders & distinct flavor profile

Source: SIS

ASE Deli: BB Relaunch

ENTRY STRATEGY

*Food Lion*

Annual Volume: 2.4MM lbs. (10% of total BB)

Product Slotted	Q1 - Q3 Vol lbs. M	Index vs. YA	Relaunch Plan
OR - 27312	345M	1.66	Replace - potentially w/ low salt
Brown - 22047	373	1.31	Replace w/ new brown
Low Salt - 29839	6	.2	Keep
Honey - 30622	431	1.21	N/C
Smoked - 30621	464	1.2	N/C
Cajun - 32007	14	1.14	N/C
Chicken - 29556	176	5.76	N/C
Total BB	1,809M	1.37	

Source: SIS

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ASE Deli: BB Relaunch

ENTRY STRATEGY

*Jewel*

Annual Volume: 1.0MM lbs. (4% of total BB)

Product Slotted	Q1 - Q3 Vol lbs. M	Index vs. YA	Relaunch Plan
OR - 27312	83M		DC'd
Brown - 30326	624	1.1	ST - keep LT - replace
Low Salt - 29839	2		N/C
Cajun - 32007	6	new	N/C
Black Pep - 32008	6	new	N/C
Lemon Pep - 32009	1	new	N/C
Total BB	722M	1.27	

Source: SIS

ASE Deli: BB Relaunch

ENTRY STRATEGY

*Lucky Stores*

Annual Volume: .9MM lbs. (4% of total BB)

Product Slotted	Q1 - Q3 Vol lbs. M	Index vs. YA	Relaunch Plan
OR - 27312	301		Replace
Low Salt - 29839	14		N/C
Hone - 30622	131		N/C
Mesquite - 22046	170		N/C
Chicken - 29556	85		N/C
Total BB	701M		

Source: SIS

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ASE Deli: BB Relaunch

ENTRY STRATEGY

- Summary of Risk
  - Elimination of current "white" OR
    - The volume risk should be mitigated by the volume upside associated with the product improvement
  - Impact of increased cost of browning (vs. current OR)
    - Breakeven Analysis --
      - \$.05 cost impact: 540M incremental lbs. annually
      - \$.08 : 860M lbs.
      - \$.10 : 1,080M lbs.
  - 45% Brown volume #22047 "disappears" (about 500M lbs. excluding Food Lion)

ASE Deli: BB Relaunch

HEALTHY CHOICE

- Open Issues: -Convert HC OR to the new "browned" product. Move from 100% fat-free position.  
-Convert HC OR to natural shape. Include other skus in shape change?

Product	UPC	Q1-Q3 FY98 Vol.	% HC Deli Poultry	Index vs. YA
Honey	17776	4,895M	37%	1.14
OR	17775	3,858	29	.93
Smoked	17779	1,211	9	1.05
Chicken	17778	1,084	8	.94
Honey-8.5lb	17791	688	5	1.04
OR-8.5lb	17792	351	3	.48
Southwest	17897	350	3	new
Browned	24012	146	1	.22
Chka -2/6 lb	17903	134	1	NA
Chka-8.5 lb	17787	129	<1	.63
Salsa	17899	86	<1	new
OR (2/8.5)	17796	74	<1	.91
Mesquite	17901	63	<1	new

Note: Top 5 HC skus account for 88% of HC Deli Poultry volume.  
Source: SIS Q1 - Q3 FY98

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ASE Deli: BB Relaunch

MARKETING PLAN

- Proposed funding of \$890M needed:
  - Spring promotion \$750
  - Summer promotion 75
  - Add'l needed 65

ASE Deli: BB Relaunch

RELAUNCH TIMELINE

- |  |             |
|--|-------------|
| • Product available for consumer test  | • April 1   |
| • Field product research               | • April 2-9 |
| • Topline research results             | • April 17  |
| • Product decision - begin CER process | • April 20  |
| • Initiate package redesign            | • April 17  |
| • Ready for production                 | • August 10 |
| • Start ship                           | • Sept 1    |

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